



Air Force Space Command and National Defense Industrial Association Forum on Acquisition

**Small Business and SETA
Perspectives**

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Small Business View



- Generally a favorable environment for SBs
- Genuine desire and actions to foster SB growth
- But . . .
 - unintended consequences from other government actions hinder SB success



Perspectives on SETA



- Observable trends and events
 - Government reliance on SETA has grown dramatically in last 5 years
 - “Broken Space Acquisition Process” getting wide attention
 - QDRs and service reactions have resulted in past staff cuts (will this happen again for AFSPC?)

Suggesting that . . .

- AFSPC should have a strong interest in a healthy SETA industrial base



Threats to a Healthy SETA Environment



- The proliferation of multiple award ID/IQs is worrisome (Los Angeles, Omaha, COS)
 - Bid and Proposal burden to *have presence* and also compete for task orders is nearly overwhelming
 - Lack of Management CLINS further challenges smalls (and larges) to perform as a prime
 - Increasing B&P costs force tough choices on what to pursue as a prime, teammate, and at TO competition level
 - Results in less competition
 - Drains resources that otherwise could be expended to improve skills, capabilities, services



Threats (cont)

- *Shaping the market* via multiple award ID/IQs has unintended consequences
 - Teams optimized for basic awards may not necessarily be optimized for individual task orders
 - Cross-teaming prohibitions
 - Communications hindered – costs increased
- Priming large ID/IQs pose special challenges for smalls
- Space community smalls (and larges) typically operate single SETA business units in multiple market environments
 - SMC - EADD II, TASS, FASS; USSTRATCOM – USAMS; Peterson Complex – NUMAS/CAASETA/N2A2S
 - Consequences for B&P budgets



SETA Characteristics



- Nature of SETA Work
 - *Systems Engineering and Technical Assistance*
 - *What is it , really?*
 - *It's not personal services . . . but it's all about personnel*
- Nature of SETA Companies
 - People
 - Competencies
 - Practices
- Performance Based Contracting
 - Is this working? Can it work? Or is this a square peg in a round hole?



Thoughts about the future . . .



- What's important for the government?
- What's important for business?
- Both parties need each other -- continued dialogue is critical for each to succeed